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PROGRAMME PLANNING: COUNTRY AND INTERCOUNTRY PROGRAMMES AND PROJECTS

FIFTH COUNTRY PROGRAMME FOR ZAMBIA

Programme period	Actual resources programmed	$
January 1992-December 1996	Carry-over from fourth cycle IPF 1992-1996	3 142
	Other resources programmed	31 752
	Total	28 610

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. Zambia, like the majority of countries in sub-Saharan Africa, has been experiencing a series of economic problems since the mid-1970s. In the 1980s these economic problems became more severe and adversely affected the social sectors. As the application of traditional remedial measures failed to yield the desired results, it became evident that Zambia had entered, as a result of its dependence on copper exports as the principal source of foreign exchange earnings, an economic and social crisis characterized by: (a) low levels of foreign exchange earnings in a situation of dwindling foreign exchange reserves; (b) reduced access to international financial markets due mainly to rapidly increasing external debt in the presence of declining inflows on non-debt-creating capital, such as direct foreign investments; (c) an increased external debt-servicing burden and its direct, adverse impact on investments in new production activities, and rehabilitation of ongoing activities through drastically reduced imports of machinery and spare parts; and (d) a shortage of raw materials and spare parts leading to a production crisis in the form of low levels of utilization of industrial capacity and a breakdown of physical infrastructures necessary for both the economic and social sectors, as evidenced in the late 1980s by the deterioration in transport facilities, health and other social services.

2. The developments described above have resulted in an overall decline in economic growth and standard of living of the majority of the population. Rural and peri-urban communities have been particularly affected as household incomes declined sharply with reduced employment opportunities. The decline in the standard of living was partly aggravated by the high level of inflation which Zambia has experienced since the early 1980s. Among other factors, the high inflation rate during the period under review can be linked to the increase in money supply, which rose from 4.062 billion Zambian kwachas in 1986 to 18.443 billion Zambian kwachas by July 1990. Frequent devaluation of the currency, large budget deficits and decontrol of the pricing system were also significant.

3. Since 1982, the Government implemented a short- to medium-term Economic Recovery Programme with the assistance of the World Bank and the International Monetary Fund (IMF). The implementation of this programme did not result in immediate improvement in the economic and social conditions in Zambia. In December 1986, the prices of staple food, particularly maize, increased drastically following the adoption of price decontrol policies. Consequently, in May 1987 the Government suspended the World Bank/IMF-supported Economic Recovery Programme and replaced it with an Interim National Development Plan, covering the period June 1987 to December 1988, whose main aim was "growth from domestic resources". In July 1989, Zambia reached an agreement with the World Bank and IMF and commenced implementing a new Economic Recovery Programme.

4. One important result of Zambia's renewed relationship with the World Bank and the IMF is the improved situation with regard to the adoption of debt relief measures. Under the Paris Club agreement of July 1990, $896.2 million was rescheduled with a grace period of 8 to 14 years. The agreement has also been a major factor in cancellation of debts by a number of donor countries. The Consultative Group meetings in April 1990 and March 1991 recognized the level of the Government's commitment to the implementation of the new economic programme and the concomitant need for a prompt response in terms of financial commitment from the donor community, if the programme is to succeed.

B. National development objectives and strategies

5. The Government's broad objectives as outlined in the Fourth National Development Plan (1989-1993) propose, inter alia: (a) to expand and diversify the country's economic base; (b) to accord high priority to the development of agriculture; (c) to create a self-reliant and self-sustaining economy; and (d) to increase the role and participation of women in development.

6. The priorities and strategies of the Government which are laid out in the Fourth National Development Plan and elaborated in the Policy Framework Paper (PFP) enabled the Government of Zambia to embark upon a new Economic Recovery Programme and a Social Action Programme which focus on the attainment of specific objectives of the development plan by December 1993. These objectives include: the creation of a more diversified and self-sustaining economy, especially with respect to exports; agricultural development; poverty alleviation; mobilization of national, human and material resources for development; and achieving more sustainable growth in a climate less constrained by inflation, rapid population growth and other factors. These objectives have become the framework for external assistance to Zambia. Substantial external assistance is now being received. Both the Fourth National Development Plan and the Economic Recovery Programme are expected to continue beyond 1993 with the same objectives, priorities and strategies.

7. During the past 26 years of planned development, the Zambian economy has witnessed the expansion of the Government and the parastatal sector to the point where most economic and social issues have been addressed through some arm of the Government. Today, the public administration system continues to wield considerable regulatory powers. However, under the current Economic Recovery Programme, the emphasis is on reduced government intervention with major reform of the civil service and the parastatal sector. This is expected to make the economy more productive, thus creating an environment for private sector activity. In the budget statement, made at the end of 1990, the Government made a formal commitment to institute policy reforms in order to strengthen both the informal and formal sectors and promote greater decentralization and divestment of the State apparatus. The active participation of non-governmental organizations (NGOs) and the private sector in this exercise is envisaged.

8. The implementation of the Fourth National Development Plan and in particular the Economic Recovery Programme has exerted significant pressure on the Zambian population, entailing high social costs that adversely affect the vulnerable groups. The Government seeks to address these problems through targeted measures in the areas of education, health, income- and employment-generation, water and sanitation, specific programmes for women and malnutrition control, all of which are built into the Social Action Programme which aims at minimizing the negative effects of implementing the Economic Recovery Programme, particularly on the vulnerable groups.

II. EXTERNAL COOPERATION

A. Role of external cooperation

9. The bulk of external assistance to Zambia is in the form of capital assistance, though donor programmes for technical cooperation are significant in that they enable the Government to build the capacity to manage its affairs in the short run. For instance, total official development assistance to Zambia in 1990 was estimated at $310 million, about 35 per cent of which was in the form of free-standing technical cooperation programmes.

10. The Government has made a special request to all donor agencies, including UNDP, to adjust their respective programmes to support additionally the smooth implementation of the Economic Recovery Programme. Critical in this connection and of highest priority is the timely supply of technical cooperation which would facilitate the implementation of the Social Action Programme.

11. At the request of the Government, UNDP fielded a national technical cooperation assessment and programme (NATCAP) mission in 1986 to review technical cooperation offered to Zambia with a view to identifying the shortcomings and remedial measures and to defining further needs in the short and medium term. A comprehensive report of that mission, circulated within the donor community, was also used as a basic document for two workshops organized for senior management officials. The recommendations of the two workshops became the basis for drafting guidelines for technical cooperation in Zambia. A master plan was also prepared which outlines the need for the following components: a database of technical cooperation in Zambia; preparation of a technical cooperation policy framework paper; preparation of a programme for technical cooperation; and building of capacity within Government to manage technical cooperation and integration of this corporation into the Government's planning and budget exercise.

12. Progress made thus far in the implementation of the NATCAP exercise includes the designation of a national coordinator and establishment of a high-level working committee of senior officials of the Government and UNDP. The results of the NATCAP exercise will provide both the Government and the donor community with a framework within which to identify technical cooperation projects. The relationship between the new country programme and the NATCAP will be examined during the mid-term review of the programme.

B. Aid coordination arrangements

13. External resources play an important role in Zambia's economic recovery and growth process and, over the years, a system has evolved by which the Ministry of Finance, together with the National Commission for Development Planning, coordinates all major economic activities, including external aid. The Consultative Group meetings remain the principal platform for mobilizing increased levels of external assistance and coordinating it for more effective use. In recognition of the Government's commitment to the ongoing Economic Recovery Programme, donor support to the Government is strong at present. The United Nations system, including UNDP, is represented at these meetings. Working groups have been established by the Government, at the local level, with the active participation of various donor agencies to coordinate activities relating to malnutrition and food security, education, health, water and sanitation and employment creation, under the Social Action Programme. UNDP is the lead donor for the food security and nutrition working group.

III. THE COUNTRY PROGRAMME

A. Assessment of ongoing country programme

14. The joint Government/UNDP assessment of the fourth country programme for Zambia (1987-1991) was carried out from September to December 1990. Prior to this exercise, a mid-term review of the same programme took place in June 1989. These exercises provided several findings and made recommendations that have implications for the fifth country programme.

15. Following the suspension of the previous World Bank/IMF-supported Economic Recovery Programme in May 1987, and the resulting freeze on aid to Zambia by the various bilateral donors, the Government relied on UNDP to bridge the gap created by such action, particularly as regards high-priority and sensitive projects in the various sectors of the economy which otherwise would have terminated prematurely. Furthermore, UNDP, at the request of the Government, provided the technical cooperation needed in the preparation of the chapters in the Fourth National Development Plan relating to women in development and the private sector.

16. The original design and subsequent project revisions were responsive to Zambia's development objectives and priorities. There was increased use of United Nations Volunteer (UNV) specialists and national experts. Training received high priority and on average was allocated 12 per cent of project budgets. A major achievement was the effective and prompt response to the Government's urgent requests, which indicated programme flexibility.

17. It became evident, during the mid-term review exercise, that many of the approved projects lacked counterpart personnel to guarantee continuity of project activities. This situation was partly due to the existing brain drain and the frequent movements on the part of the civil servants into the private

sector which offers more lucrative salaries. As a result, some of the international experts who should have limited their role to that of adviser became line workers, and the Government was consequently forced to request an extension of their services to the projects beyond the planned period. This situation has since changed, however, with the recent salary review of the civil service, which has introduced a more attractive package. Ongoing civil service reform aims at achieving better conditions of service.

18. The assessment of the fourth country programme recommended the following measures aimed at strengthening the formulation and the implementation of future UNDP programmes: (a) the need to reflect the aspirations of target beneficiaries; (b) the move towards more national execution of projects in order to ensure sustainability of projects and programmes; (c) the integration of several projects into coherent sectoral programmes and (d) increased emphasis on human development and capacity-building.

B. Proposals for UNDP cooperation

1. The programming exercise and criteria

19. The formulation of the fifth country programme began with the mid-term review of June 1989. Frank discussions took place between the relevant government ministries and departments, the various United Nations executing agencies and UNDP. In keeping with General Assembly resolution 44/211 of 22 December 1989, inter alia, the programme approach was adopted by the Government for the preparation of the fifth country programme. It must be mentioned also that UNDP neutrality, flexibility and universality were key factors taken into account by the Government in determining the contents of the new country programme.

20. The primary objective of the new programme is to support the Government's capacity to implement the Fourth National Development Plan and the Economic Recovery Programme, with particular emphasis on poverty alleviation, as well as on minimizing the negative effects of the Economic Recovery Programme on the vulnerable groups of the population.

21. In Feburary 1991, in-depth discussions between the Government and UNDP were held, based on the UNDP advisory note, which resulted in the Government's selection of the areas of concentration featured in the new country programme.

22. Pursuant to its decision to adapt the programme approach for the fifth country programme, the Government, assisted by the relevant United Nations agencies - the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organisation (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Industrial Development Organization (UNIDO), the United Nations Population Fund (UNFPA), the World Food Programme (WFP), and UNV - as well as by independent national consultants, prepared programme outlines in priority areas of food security,

nutrition, environment, industrial diversification, education, employment and women in development, in support of the implementation of the Fourth National Development Plan and the Social Action Programme. Copies of the programme outlines were circulated to the donor community in Zambia for their consideration. Consequently, most of the proposals in this document are derived from these outlines, the Fourth National Development Plan and the Social Action Programme.

2. General features of the fifth country programme

23. The fifth country programme will focus on national capacity-building. The promotion of income-generating activities will receive priority attention, especially in the agriculture and industry sectors which have a large concentration of vulnerable groups. This is in line with the Government's request to all donor agencies to support the Fourth National Development Plan and the ongoing Social Action Programme. Furthermore, in keeping with the spirit of Governing Council decision 90/34 of 23 June 1990 which focuses, inter alia, on poverty eradication and grass-roots participation in development, women in development and the environment, these themes will be mainstreamed within the sectoral areas identified below. In addition, in view of the high priority accorded to women in development by the Government, as reflected in the Fourth National Development Plan and the Social Action Programme, a separate area of concentration on women in development has been included in the country programme. Emphasis will also be placed on reducing both pollution and environmental degradation, as well as on enhancing productivity in the public and private sectors. Results expected from UNDP interventions in the selected areas of concentration, briefly mentioned, will be further developed, and where possible, quantified in the programmes prepared in the areas of concentration.

24. The Government has decided that a total of 16 ongoing projects, costing $1.75 million, will continue through the first year of the fifth cycle. These projects are already contributing significantly towards the attainment of the national objective of human development in general as reflected in the Fourth National Development Plan. They have been fully integrated into the various programmes prepared under the areas of concentration.

3. Resource situation for the fifth country programme

25. Resources for the fifth country programme are set out in annex I of this document. In summary, UNDP resources available for the fifth cycle have been established at $31,753,000, of which $3,142,000 should be deducted as an overcommitment of the fourth country programme. Of the $28,610,000 actually available for the fifth programme, the spillover of the fourth programme projects into the fifth will require $1.75 million, leaving a balance of $26.8 million for the new programme. It is expected, however, that the fifth country programme will stimulate multilateral and bilateral arrangements related to the areas of concentration selected by the Government for UNDP cooperation.

C. Assistance outside the main country programme areas

26. The areas selected for UNDP cooperation during the fifth programme are considered by the Government as those areas where UNDP has clear comparative advantage over other donors, in view of its flexible approach to technical cooperation, its central role in technical cooperation, its demonstrated capacity to coordinate such assistance, its active participation in the formulation and execution of projects and its sectoral and political neutrality. The Government will ensure proper coordination and complementarity among the various donor programmes, including the UNDP fifth country programme, in the implementation of the Fourth National Development Plan and the Economic Recovery Programme.

1. Agricultural development

27. Agriculture currently contributes around 12 per cent to the Zambian gross domestic product (GDP). Two thirds of the labour force are employed in this sector, which provides a living for 60 per cent of the population. The level of female labour in food crop production is estimated at 80 per cent and at 50 per cent for cash-crop production. The sector is characterized by continued and significant fluctuations in growth. However, of the total arable land area of 75 million hectares, currently only about 6.8 per cent is under cultivation, indicating that agriculture has the potential to become a leading growth sector. Key government objectives for the agricultural sector are: (a) to achieve a satisfactory degree of self-sufficiency in the production of stable foods, particularly maize, cassava and sorghum; (b) to expand the sector's production of export commodities in order to contribute to foreign exchange earnings; and (c) to increase the production of import substitution commodities (e.g., raw materials for industry) with proven comparative advantage. In order to have a diversified agricultural sector, emphasis is also placed on the development of animal husbandry and on the introduction of more effective systems of water resource management and irrigation as a strategy to raise agricultural output. The development of agriculture and related agro-industries is also a major priority concern in the Economic Recovery Programme of Zambia. The Public Investment Programme estimates an investment level of $46.8 million for the agricultural sector in the 1990-1993 period. Currently, donor support benefits agriculture more than other sectors of the economy.

28. To this end, the Government prepared a programme with the help of FAO on agricultural development and food security. In addition, programmes on improved nutrition and on the environment were also prepared by the Government with the assistance of national consultants recruited by UNDP. These programmes collectively focus on sustainable livelihoods and sound natural resource management in this sector.

Proposals for UNDP cooperation

29. The strategy underlying UNDP cooperation in Zambia's agricultural sector in the fifth country programme will focus on the introduction of new and

appropriate technologies and the development of systems to exploit the potential offered by changes in the policy environment. The Government has decided that UNDP technical cooperation should focus on the following areas: (a) improved food security and nutrition, by boosting productivity in food crop production; (b) an increase in irrigation, through the use of modern techniques of water management; (c) technical cooperation for the development and implementation of appropriate marketing systems for agricultural inputs and produce; and (d) natural resource management and conservation, with particular reference to forest resources. The approach to agricultural development outlined above will involve development of new and appropriate technical packages that build on indigenous technical resources and suitable systems of extension as part of the national food security strategy. Proposed UNDP cooperation in this sector also includes projects designed specifically to support women in development.

Expected results

30. The agricultural sector receives considerable financial support from various donors. However, the results to which UNDP is expected to contribute will include the production of high-quality maize, establishment of effective extension services and the introduction of such legumes as groundnuts, as new cash crops. In addition, the level of malnutrition in Zambia, which is considered to be among the highest in Africa, will be reduced substantially, and the general livelihood of the population will be improved through the preparation of a sound policy for the environment. The volume of trade will also increase.

2. Industrial development

31. The industrial sector plays an important role in the Zambian economy. It contributes an average of 15 per cent to GDP, provides employment opportunities, contributes substantially to the Government's revenue through corporate and sales taxes and has great potential to contribute towards the economic and employment diversification efforts of the country. However, the sector suffers from heavy dependence on imports including raw materials. As such, it is vulnerable to the fluctuations in the exchange rate which reduce imports, thereby causing low-capacity utilization in industry to the order of 35 to 60 per cent. It is expected that the Economic Recovery Programme, in conjunction with the formulation of an investment code, will greatly improve the efficiency of the sector. The objective is to have an efficient industrial sector which will promote exports, create more employment opportunities and lessen the dependence on imported manufactured goods. The private sector is expected to play an important role in the sector. UNDP and UNIDO cooperated with the Government in the preparation of an investment code which is now in force.

32. Therefore, the Government's priorities in this sector include diversification of exports, liberalization of the economy and promotion of income-generating activities, including the establishment of new economically and financially viable programmes. It was against this background that a

programme was prepared with the help of UNIDO to formulate strategies which will ensure the active participation of the private sector in promoting economic growth and generating employment opportunities and export diversification in the sector.

Proposals for UNDP cooperation

33. In response to the government request, UNDP will cooperate with the Ministry of Commerce and Industry in its endeavours to implement its programme for export diversification, effective planning and the establishment of viable small-scale industries.

Expected results

34. The results expected in this sector include a viable small-scale industry as an income- and employment-generating modality, reduced dependence on copper as the main foreign exchange earner and the establishment of an effective and efficient Industrial Planning Unit in the Ministry of Commerce and Industry.

3. Support to economic planning and management

35. Zambia is currently focusing on economic liberalization and improved efficiency as tools for successfully implementing the Economic Recovery Programme. In order to facilitate the economic recovery process, the Government has recently taken a major step by appointing a permanent secretary responsible for economic cooperation and requesting the donor community to provide, inter alia, the services of five senior advisers in key areas of economic management. These are: a macroeconomic management specialist (team leader), macroeconomic data specialist, budget planning adviser, debt management adviser and external assistance coordination adviser.

Proposals for UNDP cooperation

36. The implementation of the World Bank/IMF-supported Economic Recovery Programme and the Social Action Programme have resulted in high demands on management and on the level of external resources. Cooperation will maximize the effective management and implementation of these programmes.

Expected results

37. In view of UNDP neutrality and universality, the results expected from this area of concentration are the establishment of a machinery with the Government for the effective management of the ongoing Economic Recovery Programme, an effective aid coordination mechanism and the successful completion of the ongoing civil service reform exercise.

4. Education and training

38. The country's education system needs urgent attention. The current economic crisis is threatening to undermine both the quality of and access to basic education. While the share of this sector in the budget has been declining (37 per cent in 1978 to only 8 per cent in 1989), enrolment has increased. A significant deterioration in the infrastructure has taken place in the face of increased pressure on available resources. The Government participated in the 1990 World Conference on Education for All and subsequently committed itself to the principle of providing basic education to all Zambians.

39. In order to address the problems in this sector properly and to avoid possible duplication of efforts by the various donors, UNESCO assisted the Government in the preparation of a programme for the sector. The programme specifically highlighted the need to focus, inter alia, on primary education, teacher training and curriculum development.

Human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS)

40. AIDS was officially recognized as a public health problem in Zambia in 1986. The National AIDS Surveillance Committee, charged with the task of formulating policies and coordinating all activities regarding the prevention and control of AIDS, was established that year. Early in 1987, a short-term plan was formulated for the period March 1987 to March 1988. The primary objective of this plan was to screen blood and secure the blood supply. At the same time, a mass-media campaign was launched to create public awareness about HIV/AIDS.

41. Although AIDS is not specifically identified as a priority area of the Social Action Programme, such priorities as rehabilitation clinics and rural health centres, securing drug supplies and enhancing nutritional status, especially of women and children, would have a significant impact on those affected by the pandemic.

42. In response to the Government's request for further assistance, UNV assisted in the preparation of a programme on HIV/AIDS with emphasis on community-based education and training in order to raise awareness and improve the quality of home-based care in Zambia.

Proposals for UNDP cooperation

43. The increased level of UNDP cooperation in this sector is in direct response to the Government's call for donor support to the Social Action Programme. The Government of Zambia and the donor community are providing support to meet the recurrent costs. UNDP will collaborate with the Government and the various donors to promote basic education curriculum development with emphasis on adult and continuing education in order to reach those who are currently in the job market and without essential skills.

44. HIV/AIDS education will be carried out in order to strengthen community capacity to cope with the impact of the pandemic, through community-oriented approaches to prevention, care and support of people living with and affected by HIV/AIDS.

Expected results

45. Expected results include the adoption of a more relevant curriculum for basic education in Zambia. In addition, more teachers will be trained to cope with the high increase in the number of students and to reduce the level of adult illiteracy in Zambia. The HIV/AIDS project is expected to bring about greater awareness and better understanding of how to control the spread of the disease.

5. Women in development

46. Women in development is an identified priority of national policy and is accorded a separate chapter in the Fourth National Development Plan. The full participation of women in all activities and fields of endeavour, and at all levels, is emphasized. Women constitute 50.8 per cent of the total population, and yet they are one of the poorest groups. The majority live in rural areas, heading about 30 per cent of rural households. Approximately 70 per cent of the illiterate population are women. About 90 per cent of the female labour force is employed in the subsistence or urban informal sector. Despite the fact that women contribute approximately 80 per cent of the agricultural labour force, they have limited access to agricultural credit and extension facilities. The Social Action Programme targets the improvement of women's access to income-generating activities, food security, sustainable agricultural development and nutrition as some of the highest priority areas of the programme. Women are also considered to be the most vulnerable group of the population.

Proposals for UNDP cooperation

47. The importance of addressing gender issues adequately in all aspects of the new country programme has been highlighted elsewhere in this document. However, the nature of women's responsibilities with regard to the agricultural sector and their responsibilities within the household (food processing and preparation) necessitate the implementation of activities specifically targeted to women's needs. In view of the strong advocacy of UNDP with regard to women in development and of its global experience in the area, the Government has deemed UNDP cooperation in this area invaluable. UNDP cooperation will focus on improving access to food technologies and addressing women's concerns in relation to fuel wood supply and other issues relating to environmental health. Particular emphasis will be placed on improving women's access to such essential agricultural services as credit, extension packages, marketing and distribution.

Expected results

48. The results expected in this area relate to greater empowerment reflected by improved living standards for women, particularly those heading households, and the availability of a credit facility specifically for women. In addition, opportunities will be created to facilitate food processing and improved environmental health and new technologies for fuel supply.

Linkages with ongoing and planned intercountry, interregional and global programmes

49. The intercountry, interregional and global programmes funded by UNDP cover a broad spectrum of activities. Therefore the possibility of linkages exists in most sectors and in all of the thematic areas defined in this country programme. In particular, linkages are planned between the following: Credit Support System for Productive Activities of Women (RAF/87/063), based in Lusaka, and all women in development projects in the new country programme; between Intraregional Cooperation in Development of Forest Plantations-based Industries (RAF/87/117) and Action Programmes to Combat Deforestation and Promote Rational Utilization of Forest Resources (ZAM/88/032); and between Trade and Production Development (RAF/87/025) and the new activities foreseen to promote export diversification within the Ministry of Commerce and Industry.

50. Furthermore, UNFPA and UNDP are closely collaborating to strengthen the activities of the Government's Central Statistics Office, while WFP and UNDP, together with bilateral donors, are effectively implementing the Food for Work programme in Zambia in the areas of road rehabilitation and the environment.

D. Implementation and management arrangements

51. National execution will become a more frequent modality during the fifth cycle in close association with the relevant United Nations executing agencies. In this regard, joint government/NGO/UNDP training exercises are expected to receive priority attention, especially with regard to activities relating to income-generation, malnutrition control, women in development and rural water supply and sanitation, which fall within the Social Action Programme. UNV specialists and Development Support Services (DSS) will also be given priority as a cost-effective, and in many cases community-based, means of providing essential technical cooperation. Activities will be identified under such other UNDP facilities as United Nations International Short-term Advisory Resources (UNISTAR), technical cooperation among developing countries (TCDC) and Africa 2000.

52. In addition, UNDP and UNFPA will endeavour to identify possible projects for joint-funding in the areas of malnutrition control, primary health care and women in development while effectively using the services of national NGOs in Zambia. WFP, the United Nations Children's Fund (UNICEF) and the

International Fund for Agricultural Development (IFAD) are also expected to participate effectively in these exercises within the spirit of the Joint Consultative Group on Policy (JCGP). This approach will be extended to the rest of the donor community under the NATCAP and aid coordination exercises.

53. The programme will be monitored regularly through annual and mid-term reviews to ensure that it remains in line with the Government's priorities, becomes more focused as some of the ongoing projects are phased out and is aligned closer to NATCAP results.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

(Thousands of dollars)

Carry-over from fourth cycle IPF	(3 140)	
Fifth cycle IPF	31 750	
Subtotal IPF		28 610
Project cost-sharing (Government)	-	
Project cost-sharing (Third party)	-	
Programme cost-sharing	-	
Subtotal cost-sharing		-
TOTAL		28 610

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

Area of concentration	IPF	Cost-sharing	Total	Percentage of total resources
Agricultural development	5 700	-	5 700	20.0
Industrial development	2 960	-	2 960	10.3
Economic planning and management	5 879	-	5 879	20.5
Education and training	3 900	-	3 900	13.6
Employment promotion	1 600	-	1 600	5.6
Women in development	1 900	-	1 900	6.6
Ongoing projects	1 751	-	1 751	6.1
Allocation by objective	2 200	-	2 200	7.7
Subtotal	-	-	-	-
Unprogrammed reserve	2 720	-	-	9.5
TOTAL	28 610	-	-	-

III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

(Thousands of dollars)

A.	UNDP-administered funds	
	SPR*	-
	UNCDF	-
	UNSO	-
	UNIFEM	-
	UNRFNRE	-
	UNFSTD	-
	Subtotal	
B.	Other United Nations resources	
	JCGP participating agencies:	
	UNFPA	7 000
	UNICEF	10 000
	WFP	24 000
	IFAD	1 500
	Other United Nations agencies (non-UNDP financed)	
	FAO	3 000
	UNIDO	1 500
	Global Environment Facility	-
	Subtotal	47 000
	Total non-core and other United Nations resources	-
C.	Non-United Nations resources	-
	TOTAL	47 000

* Include only SPR-financed, country-specific commitments.

Annex II

PROGRAMME MATRIX

Area of concentration	Area of focus a/					
	Poverty eradication and grass-roots participation	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology	WID
I. AGRICULTURAL DEVELOPMENT						
Food security	*	*	*	*	*	*
Irrigation schemes	*	*	*	*		*
Marketing	*		*	*		
Natural resource management	*	*	*	*		
II. INDUSTRIAL DEVELOPMENT						
Export diversification	*	*				
Industrial planning	*	*	*	*		
Small-scale industry	*	*	*	*	*	*
III. ECONOMIC PLANNING AND MANAGEMENT						
Economic sector management	*	*	*	*	*	*
Aid coordination	*		*	*		
Management and development	*	*	*	*	*	*
Manpower planning	*	*	*	*		*
IV. EDUCATION AND TRAINING						
Basic education	*	*	*	*		
Teacher training	*	*	*	*		*
HIV/AIDS education	*	*	*	*	*	*
V. WOMEN IN DEVELOPMENT						
Food processing technology	*	*	*	*		*
Environmental health	*	*	*	*		*
Credit support	*	*	*	*	*	*

a/ Asterisks indicate major linkage only.